

# Memorandum

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**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** David Sykes

**SUBJECT: POLICE CHIEF RECRUITMENT  
PROCESS UPDATE**

**DATE:** January 11, 2021

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## **INFORMATION**

The City of San José is currently in the process of recruiting for a new Chief of Police following the retirement of Chief Eddie Garcia after 29 years of service to the community. This information memorandum updates the Mayor, Council and community on two aspects of the recruitment process: first, it reviews the community engagement activities that have already been undertaken and, second, outlines the next steps in the recruitment process.

At the beginning of the process, the City selected Public Search and Consulting as the executive recruiter for the Chief of Police recruitment. Gary Peterson, CEO and Founder of Public Search and Consulting, is a former Police Chief who served in Martinez, CA. He has conducted many successful nationwide searches for Police Chiefs, including in Seattle, WA, San Francisco, CA, Sacramento, CA, and Dallas, TX.

### **Community Engagement**

City staff planned a variety of engagement methods to hear feedback from community members and other stakeholders on the qualities they were looking for in the next Police Chief to help inform the recruitment brochure and later stages in the recruitment process. Outreach methods included community meetings, online surveys, and outreach to community organizations. These approaches are described in greater detail below.

- **Regional Meetings** - These meetings sought input from the community regarding what issues the new Police Chief should address in his/her first year on the job, what professional experiences and accomplishments the new Police Chief should bring to the position, and what skills and abilities the new Police Chief should have to be successful in San José. These meetings targeted different regions of the City, grouping the following council districts together: Districts 1 and 9, Districts 2 and 10, Districts 3 and 6, Districts 4 and 5, and Districts 7 and 8. Initially, City staff planned both virtual and in-person outreach meetings to ensure those who could not participate virtually had the opportunity to participate; however, the in-person meetings were canceled due to changes to the County of Santa Clara Public Health Order regarding large gatherings. The remainder of the community engagement activities took place virtually.

- **Spanish Language Citywide Meeting** – Two meetings were held in Spanish to gather input from San José residents.
- **Vietnamese Language Citywide Meeting** – Two meetings were held in Vietnamese to gather input from San José residents.
- **Citywide Survey** – To encourage further participation from the community, the recruitment team also released several surveys aimed at external and internal stakeholders. Community surveys were publicized on social media and sent to partner Community-Based Organizations to help advertise the survey. They were encouraged to complete the surveys in one of 5 languages: English, Spanish, Vietnamese, Simplified Chinese, and Traditional Chinese.
- **Community Organizations** – The recruitment team held meetings with the Chief's Community Advisory Board and members of various Community-Based Organizations.

To ensure as many community members who wanted to participate had the opportunity to attend the community meetings, some occurred in the evenings while others took place on the weekend.

In addition to the Community Engagement activities, the recruitment team held five meetings with the San Jose Police Department workforce, including sworn and non-sworn employees, and distributed a department-wide survey.

### **Recruitment Process Update**

The recruitment process was opened for applications beginning on November 30, 2020 lasting through December 31, 2020. I made the decision to extend the open posting until January 14, 2021 to allow time after the holidays for candidates to submit their applications.

Over the holiday closure, City staff developed a process for the final stage of the recruitment, which will lead to my selection of a candidate and consideration of that candidate by the City Council through the confirmation process. The final stage of the recruitment process is outlined in greater detail below.

#### *Screening Process*

After the application period has closed, Mr. Peterson, the Administration's recruitment consultant, will conduct the initial screening of candidates, which will include reviewing each candidate's cover letter and résumé, and meeting virtually with each minimally qualified candidate. In these meetings, Mr. Peterson will conduct a screening interview, verify the information the candidates provided and assess their knowledge, skills and abilities against those advertised in the recruitment brochure's position profile. After this screening, Mr. Peterson will provide recommendations on which candidates should move forward in the recruitment process.

For each recommended candidate, he will conduct a search for published articles that include them and develop a detailed internet profile.

After this stage I will send out another Informational Memorandum with the finalist's names along with their brief biographies, as well as the specific dates for the stages outlined below.

#### *Police Chief Candidate Forum*

The next stage in the process is a candidate question and answer session featuring each of the final candidates. The Police Chief Candidate Forum will be broadcast live on the City's YouTube and City-operated streaming video sites and facilitated by City staff and Mr. Peterson. Candidates will make brief opening remarks and then be asked a series of questions. The list of questions will be developed by soliciting potential questions from the community through SurveyMonkey, which will be available starting this week. The community's recommendations will then be compiled by staff into questions that will be asked of each candidate. Each candidate will be given a time limit to answer these questions. The Police Chief Candidate Forum is expected to be conducted at the end of January.

#### *Community Interview Panels*

After the Police Chief Candidate Forum, the finalists will proceed to Community Interview Panels. These interviews are expected to occur over two to three days, and each candidate will interview with each of the various panels. To ensure a diverse perspective, the Community Interview Panels will be made up of Community-based Organizations, Faith-Based Organizations, neighborhood associations, racial equity/civil rights organizations, San Jose Police Department employees, San Jose Police Officers Association, and partner law enforcement agencies. The panels will be invited to share their assessments of each candidates' strengths and weaknesses with me. The composition of the panels will be set in the coming weeks. The timeframe for the Community Interview Panels is expected to be the first week of February. After this stage, the candidate field will be narrowed for the final interview process.

#### *Final Interview Panels and Selection*


I, along with members of the City Manager's Executive Team and members of the City's Senior and Executive staff who work closely with the Police Department, will be convened into panels to further delve into any remaining questions for the final candidates. After these interviews, I will take into account the information and feedback provided over the course of the selection process, meeting with candidates again if needed, to make my final selection.

#### *Council Confirmation Process*

The Administration will also bring forward the Statement of Policy and Council Questions as required by City Charter Section 411.1. Specifically, Section 411.1 provides that when a City department head position becomes vacant, the City Council will review and, if necessary, amend

the Statement of Policy for that department. The Statement of Policy sets forth the broad goals, objectives and aspirations to be accomplished by the department. Section 411.1 also provides that the City Council will adopt a set of questions which are intended to elicit responses from the prospective appointee for the department head position. At the January 26, 2021 City Council Meeting, the Administration will bring forward for Council consideration a memorandum with the Statement of Policy for the Police Department and proposed Council Questions for the prospective appointee. Finally, my selected appointee will prepare answers to the Council Questions. These answers will be submitted to the City Council, who will then consider the proposed candidate for confirmation in closed session. If confirmed, the selected candidate will be announced in open session.

I will continue to keep the Council and community informed as the selection process continues for the next Chief of Police. I am looking forward to the continued community feedback regarding this important position.

A handwritten signature in dark ink, appearing to read "D. Sykes", with a stylized flourish at the end.

David Sykes  
City Manager

For questions, please contact Lee Wilcox, Chief of Staff for the City Manager's Office, at (408) 535-4873.